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# United States Senate

COMMITTEE ON  
HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS

WASHINGTON, DC 20510-6250

September 28, 2005

Mr. R. David Paulison  
Acting Under Secretary of Homeland Security for Emergency  
Preparedness and Response  
Department of Homeland Security  
Washington, D.C. 20472

Dear Mr. Paulison:

Pursuant to its authority under Rule XXV(k)(1) of the Standing Rules of the Senate, Section 101 of S. Res 445 (108<sup>th</sup> Congress), and Section 11(e) of S. Res 50 (109<sup>th</sup> Congress), the Committee on Homeland Security and Governmental Affairs has initiated an investigation into the Nation's preparedness for, and response to, Hurricane Katrina. To aid in this investigation, we request that the Federal Emergency Management Agency (FEMA) provide the committee (in accordance with the attached instructions and definitions) the following information and documents:

1. An employee directory, organizational charts of FEMA and of each component of FEMA involved in the response to Hurricane Katrina. Please identify: (1) the individual(s) who hold or held each key position from August 23, 2005 to the present; (2) all Region IV and VI FEMA employees; and (3) all FEMA personnel working in Louisiana, Mississippi, or Alabama on activities in any way related to Hurricane Katrina on or before September 6, 2005. For each person identified in response to this question, provide the titles and a brief description of his or her duties related to Hurricane Katrina.
2. All documents that refer or relate to the risks or vulnerabilities posed by hurricanes or flooding to the City of New Orleans or the New Orleans metropolitan area, including, but not limited to, documents that refer or relate to the knowledge of federal, state, or local officials, prior to August 29, 2005, of such risks or vulnerabilities.
3. It has been reported that in 2001 FEMA described a hurricane/flood in New Orleans, along with an earthquake in San Francisco and a terrorist attack on New York City, as three likely catastrophic disasters facing this country. Provide all documents that refer or relate to any threat or risk assessment, or other type of evaluation, that considered or ranked the most probable catastrophic disasters likely to occur in the United States and that included a threat risk to New Orleans among such disasters. Describe the circumstances surrounding such assessments or evaluations. Please identify key FEMA individual(s) knowledgeable of or involved with such assessments and evaluations.

4. All documents that refer or relate to the vulnerability of the levee system, or particular levees, in or around the City of New Orleans to damage, breach or overflow, including but not limited to documents that refer or relate to knowledge of federal, state, or local officials prior to August 29, 2005, of such risks or vulnerabilities. Identify key FEMA individuals involved with issues related to New Orleans levee system.

5. All documents that refer or relate to the vulnerability of the levee system, or problems with the levee system, particular levees, or flooding, in or around the City of New Orleans or the New Orleans metropolitan area, including, but not limited to, documents that refer or relate to the knowledge of federal, state or local officials, from August 29, 2005 - September 1, 2005 of problems with the levees or flooding in the New Orleans area. Identify key FEMA individual(s) involved with levee issues before, during, and after Hurricane Katrina made landfall on August 29, 2005. When did FEMA first become aware that the levees in the New Orleans area had been compromised? Identify the individual(s) within FEMA who first learned that the levees had been compromised.

6. All documents that refer or relate to any communication between FEMA and the Army Corps of Engineers regarding the levee system in New Orleans, including but not limited to any studies or evaluations planned, proposed or conducted in whole or in part by the Army Corps of Engineers or its contractors regarding the impact of a major hurricane on the levee system. Identify key FEMA individual(s) who consulted with the Army Corp of Engineers regarding risks to the levee system. Produce any documents created since January 1, 2000, that refer or relate to concerns that the New Orleans levee system was insufficiently funded or maintained.

7. All documents that refer or relate to the Southeast Louisiana Catastrophic Hurricane Planning Project, and/or the planning exercise involving a hurricane known as Hurricane Pam hitting New Orleans, including, but not limited to, all plans, revisions, supporting or attached documents produced by Innovative Emergency Management, Inc. (IEM), reports, any evaluation or critique of plans or revisions, all documents related to workshops held in conjunction with the planning project exercise, all after-action reviews and other analyses produced, whether in final or draft, regarding this planning project or exercise. Please identify key FEMA individual(s) involved with this planning project or exercise. Please describe any actions FEMA took or recommended others to take in response to this planning project or exercise.

8. Provide all documents generated in the last five years that refer or relate to requests for additional funding for FEMA or to concerns that FEMA had insufficient funding to implement its emergency preparedness or response mission, including, but not limited to, any documents reflecting concerns, funding issues or budgetary issues that in any way hindered, delayed, or prevented FEMA from scheduling workshops associated with the Southeast Louisiana Catastrophic Hurricane Planning Project, and/or the planning exercise involving a hurricane known as Hurricane Pam, or from taking any measures or from engaging in any follow-up activities resulting from this planning project or exercise. Please identify key individuals involved with funding for these issues.

9. All documents contained in the FEMA Contract File for the Louisiana Catastrophic Hurricane Planning Project for the contract between FEMA and IEM.

10. All documents that refer or relate to any other planning or exercises conducted in the past ten years to respond to a hurricane scenario in or around New Orleans.

11. All documents that refer or relate to plans or planning to evacuate the City of New Orleans or the New Orleans metropolitan area.

12. All documents generated during the past five years that refer or relate to emergency or disaster planning or preparedness of the states of Louisiana, Mississippi, or Alabama, or any localities therein, including any evaluations, assessments, or estimates of FEMA assistance necessary to support Louisiana, Mississippi, or Alabama in evacuation efforts, preparation for, or in response to a hurricane, flood, or other natural disaster.

13. The state emergency plan(s) for Louisiana, Mississippi or Alabama and all documents that refer or relate to such plan(s), including, but not limited to, documents that refer or relate to FEMA's review, consideration or approval of such plan(s).

14. All documents that refer or relate to hazard mitigation in Louisiana, Mississippi or Alabama generated in the past five years, including, but not limited to, documents that refer or relate to hazard mitigation programs, planning, or assistance under sections 203, 322, or 404 of the Stafford Act.

15. All documents that refer or relate to Hurricane Ivan and New Orleans.

16. All after-action reviews, "hot washes" or other post-disaster analyses conducted by FEMA that refer or relate to (1) Hurricanes Charley, Frances, Jeanne, Ivan, Andrew, Hugo, Georges, Camille, or Betsy; (2) the preparedness for or emergency response to any hurricane in the past five years, or (3) evacuation, catastrophic flooding, search and rescue, command and control, unwatering, communications or security issues following a major disaster in the past five years.

17. State whether the National Response Plan Catastrophic Incident Supplement, referred to in the Catastrophic Incident Annex to the National Response Plan is final and operative. Produce a copy of this document, whether in draft or in final, including all versions thereof.

18. Was the Catastrophic Incident Annex activated for Hurricane Katrina? If so, when? If so, identify the key FEMA individual(s) involved with activating the annex.

19. All documents that refer or relate to FEMA's planning for catastrophic incidents or catastrophic disasters generated in the past five years. Identify key FEMA individuals involved with such plans.

20. All documents that refer or relate to consideration of, or recommendations on, requests for declarations of emergencies or major disasters under the Stafford Act for Hurricane Katrina, including, but not limited to, gubernatorial requests for such declarations, any internal FEMA consideration, analysis and recommendations regarding declaration requests, presidential declaration letters, and FEMA-State agreements executed pursuant to the declarations and any amendments to such agreements.

21. All weather reports, maps, and weather briefings created, obtained, distributed to, or used by FEMA on or before August 30, 2005 and relating to Hurricane Katrina.

22. When was a determination made that Hurricane Katrina was an Incident of National Significance? When was the NRP activated? Who activated the NRP? Who within FEMA first learned the NRP had been activated? Identify the key FEMA individual(s) involved with making such decisions or providing advice on such decisions. Provide all documents that refer or relate to the activation or implementation of the National Response Plan (NRP) or any aspect thereof in connection with Hurricane Katrina, including, but not limited to, all documents that refer or relate to the actual or potential designation of Hurricane Katrina as an Incident of National Significance and all documents that refer or relate to the activation or implementation of the NRP Catastrophic Incident Supplement or the Catastrophic Incident Annex or any aspect thereof in connection with Hurricane Katrina.

23. All documents that refer or relate to the activation or implementation of the National Incident Management System (NIMS) in connection with Hurricane Katrina.

24. Describe the command staff responsible for the response to Hurricane Katrina, including how this command staff complied, or failed to comply with the principles set forth in NIMS. Was the command a unified command? If not, what was it? Identify all individuals within the command. Please explain in detail how the command exercised control over each aspect of the response.

25. Identify and quantify by state all federal resources, including personnel, supplies, commodities, equipment, and funding provided by or through FEMA to (a) Louisiana, (b) Mississippi, and (c) Alabama in connection with Hurricane Katrina as of September 15, 2005.

26. All documents that refer or relate to shortages or inadequacies in supplies, personnel, or equipment necessary to prepare for or respond to Hurricane Katrina. All documents in any way related to lost, misdirected, or delayed supplies, personnel, or equipment deployed in relation to Hurricane Katrina. All documents in anyway related to available supplies, personnel, and equipment that were not effectively used in the preparation for or response to Hurricane Katrina.

27. All documents that refer or relate to a review, assessment, or critique of FEMA's Map Assistance Center in Tallahassee, including but not limited to any such review, assessment, critique, or drafts of such reviews, assessments, or critiques by Nexus Integration Services.

28. All documents that refer or relate to the establishment of any organizational structure, including joint field offices, following the President's declaration of emergency or major disaster in response to Hurricane Katrina. Please provide an organizational chart of such structure(s) and identify the individual(s) who hold(s) or held each key position from August 23, 2005 to the present.

29. Please identify individual(s) appointed as Federal Coordinating Officer (FCO) for the emergencies and major disasters declared for Hurricane Katrina in Louisiana, Mississippi, and Alabama. For each such individual, state when he or she was first notified of potential deployment, state when the individual was actually deployed, and state when the individual was appointed as FCO. For each such individual, identify all prior emergencies and disasters for which he or she had served as FCO, describe any other relevant experience, and explain why the individual was selected to serve as FCO. Provide all documents that refer or relate to the individual from August 23, 2005 through September 6, 2005.

30. National Situation Updates from August 20, 2005 - September 6, 2005.

31. All Incident Action Plans relating to Hurricane Katrina, all after-action reports, "hot washes", timelines, retrospective evaluations, or investigations by or on behalf of FEMA or its contractors or consultants that refer or relate to Hurricane Katrina, or the preparation for and response to Hurricane Katrina.

32. All documents, recordings, or notes that refer or relate to any request for assistance, and any actions resulting from such requests, by a representative of a state or local government in Louisiana, Mississippi, or Alabama in connection with Hurricane Katrina.

33. All notes, recordings, videotapes, transcripts, and any other documents from meetings, teleconferences or video conferences in anyway relating to Hurricane Katrina or the preparation for or response to Hurricane Katrina on or prior to September 6, 2005.

34. All documents that were created or received from August 22, 2005 through September 6, 2005, and which refer or relate in any way to Hurricane Katrina or the preparation for or response to Hurricane Katrina and any of the following: (1) damage to or failure of communication systems, resulting problems or concerns and actions taken related to the communications problems; (2) evacuation efforts in New Orleans or the New Orleans metropolitan area; (3) problems, issues, concerns, confusion, lack of coordination, or other inadequacies involving Hurricane Katrina or with the preparation for and response to Hurricane Katrina; (4) problems, issues, or concerns raised because of any failure of first responders to use universal mapping; (5) people in or around the vicinity of the Super Dome or the Convention Center in New Orleans; (6) issues, concerns, or problems with getting assistance or cooperation of other federal agencies; (7) public safety; (8) command and control; and (9) the levees.

35. Any and all documents drafted by, sent by, received by, or in the possession of the following individuals created on or before September 6, 2005, that refer or relate to Hurricane Katrina or

the preparation for or the response to Hurricane Katrina: (1) Michael Brown and his staff; (2) Kenneth Burris and his staff; (3) Patrick Rhode and his staff; (4) Edward Buikema and his staff; (5) Dan Craig and his staff; (6) Mary Lynn Miller and her staff; (7) Gary Jones and his staff; (8) Brooks Altshuler and his staff; (9) Scott Morris and his staff; (10) Gil Jamieson and his staff; (11) William Lokey and his staff; (12) all FEMA employees deployed to Louisiana, Mississippi, and Alabama before Hurricane Katrina made landfall on August 29, 2005; (13) Response and Recovery Division Director for Region VI and his or her staff; (14) Paul Fay and his staff; (15) Ron Sherman and his staff; (16) William Carville and his staff; (17) senior officials and senior staff working in the any of the joint field offices involved with preparing for and responding to Hurricane Katrina; (18) senior officials and senior staff working in the State Emergency Operations Centers in Louisiana, Alabama, or Mississippi; (19) Philip Parr and his staff; (20) Marty Bahamonde and his staff; (22) Vice Admiral Thad Allen and his staff; and (23) all FEMA employees deployed to the Superdome before Hurricane Katrina made landfall on August 29, 2005.

36. Please identify all contractors or subcontractors to FEMA that played any role in preparing for or responding to Hurricane Katrina and provide copies of all documents that refer or relate to such contractors or subcontractors.

37. Identify and provide copies of all authorities, regulations, procedures, policies, and operating guidance that refer or relate to FEMA's ability to task, assign missions to, or seek assistance from other entities or organizations, including, but not limited to, any other federal agency, in responding to an emergency, major disaster, or an incident of national significance.

38. All documents that refer or relate in any way to any tasking, requests for assistance, or mission assignments by FEMA to other federal agencies in connection with Hurricane Katrina or the preparation for or response to Hurricane Katrina on or before September 6, 2005. Please identify key FEMA individual(s) responsible for tasking, requests for assistance, or mission assignments for each agency.

39. Please describe all major actions taken by FEMA to prepare for Hurricane Katrina. Please identify all federal assets (whether those of FEMA or any other Federal entity) pre-positioned or pre-deployed in anticipation of or response to Hurricane Katrina, including but not limited to personnel, supplies, commodities, and equipment deployed on or before September 6, 2005. Include in the description quantities ordered to be deployed and when such assets were ordered to be deployed, when the particular quantities were actually deployed, locations where such assets were pre-positioned or pre-deployed, and date and time the assets arrived at their intended destination. Identify key FEMA individuals involved with such actions. Describe what was done with each such asset.

40. Please describe all major actions taken by FEMA to prepare for Hurricane Rita. Please identify all federal assets (whether those of FEMA or any other Federal entity) pre-positioned or pre-deployed in anticipation of or response to Hurricane Rita, including but not limited to personnel, supplies, commodities, and equipment deployed on or before September 24, 2005.

Include in the description quantities ordered to be deployed and when such assets were ordered to be deployed, when the particular quantities were actually deployed, locations where such assets were pre-positioned or pre-deployed, and date and time the assets arrived at their intended destination. Identify key FEMA individuals involved with such actions. Describe what was done with each such asset.

41. Describe in detail the status on August 23, 2005, of all National Disaster Medical System (NDMS) teams, including each team's level of readiness, e.g. status of equipment, vaccinations, staffing, and training. Please identify NDMS teams deployed for activities related to Hurricane Katrina. Describe the date of deployment, location to which each team was deployed, and when the team arrived. Identify the key individual(s) within FEMA responsible for readiness of NDMS teams, managing and ordering deployments of such teams, for resupplying and transporting such teams, and coordinating the NDMS patient triage/distribution system. When was the NDMS patient triage/distribution system activated? How many individuals went through the NDMS triage system in response to Hurricane Katrina by September 6, 2005?

42. All documents that refer or relate to the operation in and readiness of the National Disaster Medical System and other FEMA medical response assets in Hurricane Katrina and previous natural disasters.

43. Please describe generally all actions taken by FEMA in any way related to evacuation efforts or assisting in evacuation efforts before Hurricane Katrina made landfall on August 29, 2005. Please provide all documents that refer or relate to such efforts. Please identify key FEMA individual(s) involved in such activities.

44. Please describe all efforts by FEMA to identify, validate, or obtain sources of buses and drivers and other vehicles for evacuation and to pre-stage buses or other vehicles and drivers before Hurricane Katrina made landfall on August 29, 2005 and after Hurricane Katrina made landfall on August 29, 2005. Please provide all documents that refer or relate to such efforts. Please identify key FEMA individual(s) involved in such activities.

45. Please identify all members of any interagency task force involved with preparing for Hurricane Katrina.

46. All documents that refer or relate to requests to the Department of Defense (DOD) for assistance, supplies, equipment, or personnel in relation to Hurricane Katrina. Please identify key individual(s) involved in requesting assistance from DOD or tasking DOD with missions in any way related to Hurricane Katrina or the preparation for or the response to Hurricane Katrina.

47. All documents that constitute, refer or relate to any communication on or before September 6, 2005, which mentions, refers or relates to Hurricane Katrina.

48. All documents that were created on or before September 6, 2005, and which refer or relate to Hurricane Katrina.

49. Please identify the individual(s) assigned as the FEMA Region VI liaison to the Louisiana State Emergency Operations Center. Please identify the individual(s) assigned as the FEMA Region IV liaison to the Mississippi State Emergency Operations Center and to the Alabama State Emergency Operations Center.

50. When was the Region VI Regional Operations Center activated? When was the Region IV Regional Operations Center activated?

51. Identify the individuals who FEMA initially deployed prior to September 6, 2005, to the Louisiana State Emergency Operations Center, Mississippi State Emergency Operations Center, and Alabama State Emergency Operations Center. When were these individuals deployed and when did they arrive?

52. Any and all documents that refer or relate to decisions by FEMA to decline aid or assistance, whether of supplies or personnel, or volunteers, including but not limited to first responders. Identify key individuals involved with donations of supplies and volunteers.

53. Identify all members of any Hurricane Liaison team established for Hurricane Katrina.

54. Identify all FEMA individuals who were deployed to the Superdome in New Orleans before Hurricane Katrina made landfall on August 29, 2005.

55. All documents that refer or relate to concerns or warnings that FEMA's disaster relief mission had been compromised in the last five years.

56. Has any work or services that in the past 10 years has been performed or provided by federal employees or Stafford Act employees been performed or provided (or contracted to be performed or provided) by private contractors in the preparation for, response to, or recovery from Hurricane Katrina? If so, please describe the work or services and the reasons why FEMA decided to shift it to contractors. Identify key individual(s) involved with and knowledgeable about shifts in duties from federal employees or Stafford Act employees to contractors.

57. Some have expressed concern that FEMA has reduced the role of its reservists in disaster relief efforts. Please describe any changes in FEMA's reliance on or use of the reserve force since January 20, 2001. When was the reserve list last replenished? How many additional names have been added to the list since January 1, 2003? On August 23, 2005, how many individuals were in FEMA's reserve force? Please provide a list identifying individuals in the reserve force that were deployed for activities related to Hurricane Katrina, including the date when each individual was deployed and a general description of duties each individual was deployed to do. Please identify FEMA individual(s) knowledgeable about FEMA's reserve force, its role historically in FEMA's response to disasters, and its use in Hurricane Katrina.



58. Former FEMA Director Michael Brown's schedules from August 20, 2005 through September 6, 2005, and all documents that refer or relate to former FEMA Director Brown's schedules for that time period, including but not limited to calendars, datebooks, appointment logs, and telephone logs.
59. State the number of individuals deployed to do community relations work related to Hurricane Katrina. Identify key FEMA individual(s) involved with community relations efforts.
60. Describe FEMA's vision of its role in preparing for a potential catastrophic event and responding to a catastrophic event. Does FEMA's role in a catastrophic disaster differ from a lesser disaster or emergency? If so, how? Does FEMA's role in a natural disaster differ from that in a terrorist event? If so, how?
61. Please provide the resumes or curriculum vitae of all senior FEMA officials and staff employed by FEMA from January 1, 2000 to present. Did senior FEMA officials and staff have sufficient emergency management experience to prepare or respond to Hurricane Katrina? Was FEMA's preparation for or response to Hurricane Katrina in any way hindered by a lack of emergency management experience among senior FEMA officials and staff? How many career senior FEMA employees or managers have left FEMA since January 20, 2001?
62. Please provide all documents generated during the past five years that refer or relate to any concerns about FEMA's budget, reductions in FEMA's budget, diversion of FEMA funds to other parts of DHS, use of FEMA funds to pay for transition costs of other agencies into DHS, any other resource shortage issues, and any diversion of resources from preparation for and response to natural disasters. Identify key FEMA individual(s) knowledgeable about FEMA's budget.
63. Provide all documents generated during the past five years that refer or relate to any issues involving FEMA personnel shortages, hiring freezes, inability to fill positions, delay in filling positions, budget issues involving hiring of FEMA personnel, lack of personnel resources, FEMA requests or needs for additional personnel, or DHS's position FEMA personnel needs. Identify key FEMA individual(s) knowledgeable about personnel shortage issues.
64. Since FEMA was transferred into DHS has FEMA reduced its emphasis on preparing for or responding to natural disasters? Since 2003, has FEMA's focus turned away from natural disasters? If so, explain what FEMA has focused on and what it has emphasized as priorities.
65. Over the last several years, some programs or activities have been transferred from FEMA or discontinued. Please describe what programs have been transferred from FEMA or discontinued in the last five years. What impact, if any, has this had on our federal government's ability to mitigate against and respond to natural disasters? What impact, if any, has this had on our federal government's ability to mitigate against and respond to other domestic emergencies such as terrorist attacks? Please describe how FEMA's responsibilities and priorities have changed over the last five years.

66. Please list grant programs that have been transferred from FEMA to the Office for Domestic Preparedness. What changes, if any, have been made in the terms and overall funding for those programs? Has this enhanced, reduced, or otherwise impacted our nation's ability to prepare for and respond to natural disasters? Has this enhanced, reduced, or otherwise impacted our nation's ability to prepare for and respond to other domestic emergencies such as terrorist attacks? What percentage of grants awarded through this office relate to preparedness for or response to natural disasters? What role, if any, does FEMA play in determining how the grants would be awarded through the Office for Domestic Preparedness? Please provide all documents related to FEMA's role in determining how grants would be awarded through the Office for Domestic Preparedness.

67. Did the reorganization of FEMA, which moved it from being an independent, cabinet-level agency, into the structure of DHS enhance, reduce, or otherwise impact FEMA's capabilities, authorities, or ability to prepare for or respond to Hurricane Katrina? Did this reorganization enhance, reduce, or otherwise impact FEMA's abilities to help state and locals prepare for and respond to natural disasters? Did this reorganization enhance, reduce, or otherwise impact FEMA's ability to respond to threats other than natural disasters? Please produce all documents relevant to these questions.

68. Please describe each instance, if any, in which FEMA action regarding Katrina was in any way hindered, delayed, limited or not taken because of concern over whether FEMA had authority to take the action. Indicate key personnel involved and how the issue was resolved.

69. Please describe each instance, if any, in which action FEMA wanted any other federal agency to take regarding Katrina was in any way hindered, delayed, limited or not taken because of concern over whether the agency had authority to take the action. Indicate key personnel involved and how the issue was resolved.

70. To the extent not already described, please describe each instance, if any, in which FEMA personnel were involved in discussions about whether FEMA or any other federal agency had the authority to take any action regarding Katrina. Indicate key personnel involved and how the issue was resolved, including whether the action under discussion was in any way hindered, delayed, limited or not taken because of concern over whether the agency had authority to take the action.

71. To the extent not already described, please describe any discussions involving FEMA personnel regarding the preparation for or response to Hurricane Katrina and the Posse Comitatus Act, the Insurrection Act, the National Emergencies Act, the President's Commander-in-Chief Authority or any DOD Directive or Executive Order related to those authorities or to the use of the Armed Forces in a domestic emergency. Please be specific as to the purpose and nature of the discussions, the personnel involved, the time and date of the discussions, and the outcome of the discussions.

72. Please describe in detail any consideration given to issuing an emergency declaration or proclamation pursuant to any authority other than the Stafford Act in preparation for or response to Katrina. Please include whether there were any requests for such declarations, the type of

declarations under consideration, the authority under which such declarations would be made, the personnel involved in such consideration, the time and date of such considerations and the outcome of the consideration.

73. Please describe each instance in which FEMA believes that any federal action that should have been taken in preparation for or response to Katrina was delayed, limited or hindered or did not occur because of an action or failure to act of a State official. Please include in your answer the key personnel involved in each instance, the nature of the issue and of the concern, how the issue was resolved, a description of the action or actions that were impacted, the specific legal reasons why the State official's actions (or lack thereof) limited the federal response, and whether such actions ultimately were taken.

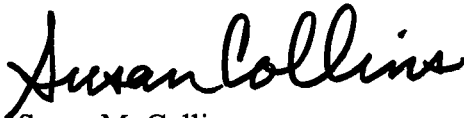
74. Describe each instance, if any, in which any federal action regarding Hurricane Katrina was in any way hindered, delayed, limited or not taken because of concerns over reimbursement. Identify key personnel involved, the action under consideration, the concerns over reimbursement, the dates of all related events and how the issue was resolved.

75. Please describe any contractual, employment, consulting, or other arrangement between DHS or FEMA and former FEMA Director Michael Brown that existed or continued after Brown's resignation on September 12, 2005. Provide all documents that refer or relate to such arrangement.

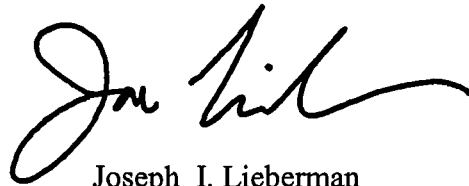
We request that these documents and information be provided as they become available but no later than October 27, 2005. If you or your staff have any questions concerning this request please contact Tom Eldridge of the Committee's majority staff at 202-224-4751 or Mary Beth Schultz of the Committee's minority staff at 202-224-2627.

We thank you and your staff in advance for your cooperation.

Sincerely,



Susan M. Collins  
Chairman



Joseph I. Lieberman  
Ranking Member